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Technical cooperation among developing countries

Second cooperation framework for technical cooperation among developing countries (2001-2003)

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I. Introduction

1. The second cooperation framework for technical cooperation among developing countries (TCDC) covers the period from 2001 to 2003. In preparing the TCDC framework, initial comments made on the report of the Administrator on TCDC (DP/2000/36) submitted to the Executive Board at its third regular session 2000 have been duly considered, specifically the comments on: (a) lessons from the first programme; (b) the synergy between and complementarity with other UNDP efforts in this area; (c) the need for a more systematic assessment of the impact of TCDC; and (d) the need to focus on facilitating South-South capacity-building processes. It has also benefited from consultations with the Bureau for Development Policy (BDP), the Bureau for Resources and Strategic Partnerships (BRSP), and other relevant units within UNDP.

II. Development context from a sustainable human development perspective

2. The worldwide lowering of trade barriers, linking-up of capital markets, decentralization of production processes, and dramatic advances in information and communications technology (ICT) have combined to accelerate the process of integration of the global economy. Globalization and liberalization have widened the options for developing countries; those with appropriate policies, adequate institutional and technical capacities as well as financial resources have benefited by adjusting domestic arrangements and identifying and seizing emerging opportunities. However, for many developing countries lacking in these capacities, especially the least developed countries (mostly in Africa), small island developing States (SIDS) and landlocked countries, the process of rapid globalization has caused greater economic instability and has increased vulnerability to external pressures. Concurrently, the development paradigm is increasingly focused on a more inclusive agenda for sustainable human development.

3. Globalization has, in many ways, made cooperation among developing countries a much more compelling issue, whether at the subregional, regional or interregional level. These countries need to build and share necessary capacities to participate effectively in multilateral processes; to adapt domestic policy and institutional arrangements to the requirements of the global economic system; to protect and promote national human development interests; and to compete effectively in the increasingly competitive world market. The fact that many developing countries have acquired substantial knowledge, capacity and experience in formulating economic and social development policies and setting up dynamic institutions in these areas as well as for the development of science and technology and environmental management has made South-South cooperation more viable. The increased differentiation and sophistication among developing countries and the dramatic advances in ICT have opened up new opportunities for closer cooperation in capacity-building.

4. At both the South Summit and the Millennium Summit, the leaders of the South have reiterated that South-South technical cooperation is their priority. The Administrator has also indicated his commitment to mainstreaming South-South technical cooperation into the broader part of the UNDP programme of work. Furthermore, the General Assembly has also called on all the organizations and agencies of the United Nations system to integrate the support for South-South technical cooperation into their regular programmes. South-South cooperation thus represents a real window of opportunity for the international community to champion a more inclusive and participatory development agenda towards halving the proportion of people living in extreme poverty by 2015 and achieving sustainable human development in the twenty-first century.

III. Results and lessons of past cooperation

5. The preparation of the current cooperation framework has benefited from two major review processes. The first was a comprehensive assessment in 1998-1999 of the activities supported by the Special Unit for Technical Cooperation among Developing Countries (SU/TCDC) during the period from 1978 to 1998. The second was an independent review in 2000 of the implementation of the first TCDC cooperation framework (1997-2000). The UNDP Executive Team has taken the results of these reviews into consideration

in its discussions on the future orientation of the work of SU/TCDC, which, in turn, contributed to the preparation of document DP/2000/36. At its third regular session 2000, the Executive Board began consideration of document DP/2000/36 and decided to resume consideration of it at its current session. Since detailed information on the performance of the first TCDC cooperation framework is provided in document DP/2000/36, the present chapter focuses mainly on lessons learned and the way forward.

6. A number of general observations about the TCDC programme have emerged from the two reviews referred to earlier: (a) there has been increased global awareness of TCDC and its value in contributing to sustainable human development objectives; (b) developing countries have been participating in TCDC activities more actively, building their capacities and promoting greater cooperation; (c) support to TCDC by the United Nations system has also been on the rise; (d) within UNDP more country programmes now include TCDC either in country cooperation frameworks or in specific projects; (e) regional and subregional programmes have incorporated more TCDC elements; and (f) the global programme is giving more emphasis to South-South cooperation. The success of the first cooperation framework can also be judged from the significant amount of nearly $17 million in non-core resources mobilized during the first TCDC cooperation framework programming period (1997-2000) as well as the considerable collateral financing and in-kind contributions provided by a wide range of State and non-State partners in the TCDC programme, such as Ireland, Japan, the Republic of Korea and the Ford Foundation.

7. The reviews of the overall performance of the first TCDC cooperation framework (1997-2000) have also been the source of the following lessons for improved future programming.

Lesson 1
The TCDC programme is more effective when it focuses on strategic issues of common concern to a large number of developing countries

8. This lesson is drawn from an assessment of the impact of a number of initiatives that were designed to help to strengthen developing countries' capacities to deal with the policy and institutional challenges posed by the need to participate effectively in the emerging rules-based global economic system. Major initiatives supported in this regard include South-South dialogue forums and policy exchanges in the areas of trade, investment and finance, and science and technology for development; regional and subregional economic integration; capacity-building of the small island developing States; and preferential arrangements between landlocked and transit developing countries (e.g., in North-east Asia). These initiatives have, in many ways, contributed to enhancing developing countries' understanding of the main issues relating to multilateral processes and regional economic cooperation as well as their preparedness for and participation in those processes. This is evidenced by the level of appreciation of support that was expressed by a large number of developing countries at the South Summit and other intergovernmental forums.

Lesson 2
The TCDC programme is more effective when it focuses on nurturing South-South knowledge networks

9. This lesson is drawn from an assessment of a number of initiatives aimed at strengthening the South-South flow of information and communication. One such initiative involved the transformation of the SU/TCDC information referral service system (INRES) into a fully interactive Internet-based global system known as the Web of Information for Development (WIDE). The system now provides stakeholders with online information ranging from institutional and individual expertise to knowledge networks and publications in the South, including those on best practices. WIDE also provides a platform linking 20 other databases in Africa, Asia and Eastern Europe and 34 national TCDC web sites, mostly in least developed countries (LDCs). Other knowledge-networking initiatives include the SIDS Network, a collation of inter-island information on sustainable development research and experience, and the Prevention of Maternal Mortality Network, which generates substantive content for lateral learning on the subject.

Lesson 3
The TCDC programme is more effective when it is used to build broad-based partnerships

10. This lesson is drawn from an assessment of a number of partnership-building initiatives, using the concepts of pivotal country, triangular cooperation and centres of excellence as new opportunities for building

more robust and dynamic TCDC partnerships. One such initiative is the development of new African rice varieties (upland rice) through partnership with the West African Rice Development Association (WARDA) in collaboration with national agricultural research institutes in 17 West African countries and others in Asian and Northern countries (e.g., China, France, Japan and the United States) as well as international research institutes (e.g., International Rice Research Institute, International Centre for Tropical Agriculture). The new rice varieties, known as "NERICA", are now being used on West African farms, and this will contribute to food security in Africa. Another example is the Africa-Asia Business Forum (AABF), designed to promote closer business-to-business linkages, South-South investment, technology transfer and trade growth in Africa. Twenty-seven memoranda of understanding were signed during the first AABF, resulting, to date, in $20 million in confirmed deals. Additional transactions are expected as negotiations among the participating companies continue. Such forums, which have generated enormous interest in other regions, can open up new possibilities for public-private sector cooperation. These initiatives also exemplify successful follow-up to the Tokyo International Conference on Africa Development (TICAD).

Lesson 4

The full potential of TCDC can be exploited by following a more strategic programming approach and through joint programming with other partners

11. This lesson is drawn from concrete results of the recently developed flagship programmes involving a wide range of partners in their conceptualization, design, co-financing and joint implementation. One such flagship initiative involves the building of national standards and quality-control infrastructure in countries of the Arab States region. Both State and non-State actors in the Africa, Arab States, Asia and the Pacific and Latin America and the Caribbean regions were brought on board at an early stage of programme development. The UNDP Regional Bureau for Arab States, the United Nations Industrial Development Organization (UNIDO), and the Economic and Social Commission for Western Asia (ESCWA) were also actively engaged in the planning and partnership-building processes. This approach, which emphasized listening, partnering, learning, pooling resources and joint implementation to achieve a common goal, strengthens ownership of the programme by the participating countries and institutions.

12. In examining the overall TCDC situation, the reviews found that TCDC has not been adequately mainstreamed in the operational activities of UNDP and of the United Nations system at large. First, the level of policy, financial and institutional capacities to initiate, manage and mobilize resources for, and implement, TCDC activities remains uneven among developing countries. Second, although the Administrator, in 1997, issued specific guidelines to mainstream the use of the TCDC modality, the lack of a coordinated approach to implementing and monitoring activities at the field level has resulted in a situation where TCDC is not systematically used as the preferred modality of cooperation in all United Nations Development Assistance Frameworks (UNDAFs), global cooperation frameworks (GCFs), regional cooperation frameworks (RCFs), country cooperation frameworks (CCFs), strategic results frameworks (SRFs) and the results-oriented annual report (ROAR). Third, within the United Nations system, although the General Assembly adopted the revised guidelines on TCDC in 1999, their use has not been systematically integrated into the regular programmes of all agencies. Fourth, participation by developed countries in multilateral TCDC activities has remained very limited. The reviews also observed the imbalance between the scope of mandates and the level of resources needed for SU/TCDC to meet the increasing demand for TCDC.

13. Drawing on these lessons and findings, the reviews suggest that for TCDC to become more dynamic, the new programme must respond to the needs and priorities of large numbers of developing countries. It should aim to create opportunities for developing countries to articulate shared development challenges and identify and match such needs with capacities that exist among themselves through knowledge-networking and building broad-based partnerships. Its interventions should become more policy-oriented and strategic, moving away from financing traditional bilateral, regional and subregional TCDC activities that are characterized by stand-alone workshops, seminars or study tours. As the United Nations system-wide coordinator and substantive secretariat of the High-level Committee on the Review

of TCDC, the Special Unit should play a lead role in mobilizing global support for South-South technical and economic cooperation and developing and catalysing innovative approaches to such cooperation for mainstreaming them in the operational activities for development of the United Nations system.

IV. Strategic considerations, programme focus and results areas

A. Strategic considerations

14. The strategic goal of the new TCDC programme is to (a) use South-South technical cooperation as a viable strategy to enable countries of the South to become important providers of multilateral development cooperation and (b) to turn this form of cooperation into a new development platform to allow all partners in the development effort to pool policy, institutional, technical and financial resources towards helping to halve the incidence of extreme poverty by 2015.

15. The new programme will aim to achieve optimal development impact on large numbers of developing countries, as called for by the New Directions strategy. It will be guided by the principle of shared responsibility, involving both developed and developing countries as well as the public and private sectors and civil society. Priority consideration for support under this programme will be given to initiatives in areas where the expressed need for building policy and institutional capacities by developing countries is greatest, where their commitment to work together to achieve their agreed objectives is strongest, and where the probability of involvement and support by State and non-State partners both in the South and in the North is highest.

16. For TCDC to become an operationally mainstreamed modality of development cooperation throughout the United Nations system, including UNDP, the new programme will be designed to provide three levels of support to UNDP, the United Nations system and other partners with regard to mainstreaming: (a) developing a limited number of strategic South-South platforms with clearly defined goals and intended results, capable of attracting more partners and resources; (b) piloting and implementing, under each of the platforms, a limited number of flagship or nucleus initiatives to catalyse new models of South-South cooperation for wider replication; and (c) providing the international development community, especially UNDP country offices, with a more robust information gateway — WIDE — with more South-generated development policy packages, experiences and expertise as well as successful practices. To enhance South-South delivery of expert service, special effort will be made to draw on the experiences and services of the United Nations Volunteers (UNV). In all these efforts and the development of programme interventions described in paragraphs 17-26 below, SU/TCDC will ensure that all relevant partners both within and outside UNDP are engaged in the early stage of programme conceptualization and development for enhanced synergy, complementarity, joint programming and joint implementation.

B. Programme focus and results areas

17. Consistent with the overall strategy and with the SU/TCDC mandate, the new programme will have two strategic focuses: (a) mobilizing global support for South-South cooperation and (b) acting as a catalyst for the development of innovative models of South-South technical cooperation for partnering, resource mobilization and mainstreaming.

18. The programme focus and results areas identified in the present section are based on demands already articulated by the High-level Committee on the Review of Technical Cooperation among Developing Countries, the Executive Board of UNDP and of UNFPA and the General Assembly as well as commitments made at previous global conferences such as the Social Summit, the Millennium Summit, the South Summit and other intergovernmental forums. In these programmes, inputs from units in UNDP, especially the Bureau for Development Policy and the regional bureaux, are envisaged while partnership with other agencies and organizations and donor countries as well as other non-State actors is considered essential for success.

Programme focus 1
Mobilization of global support for South-South cooperation

19. Efforts in this area will contribute to strengthening collective capacities of developing

countries to address challenges of globalization and economic liberalization. It will be necessary to identify and respond to specific development issues and problems of common concern arising out of global economic integration. Emphasis will be placed on devising more effective mechanisms for increased South-South technical and economic cooperation aimed at creating both a policy and a physical environment for sustainable human development.

Areas of intervention

20. *Support for South-South policy dialogue and consensus-building.* Emphasis will be on the facilitation of consensus-building on emerging development issues, including global governance and global public goods, through support to South-South policy dialogue forums, policy analysis and publications reflecting Southern perspectives, and strategic action programmes initiated by developing countries themselves. It should be noted that the global cooperation framework will also address issues of global governance and global public goods and its focus will be more on facilitating global dialogue on these issues. The new TCDC programme will concentrate on facilitating the process of South-South policy dialogue and consensus-building in these areas. Therefore, the two programmes are mutually reinforcing. The intended results are: (a) more effective participation by developing countries in multilateral processes; (b) stronger ownership and participation by developing countries in development; (c) innovative mechanisms for systematic documentation and dissemination of successful Southern policies and strategies for increasing South-South flow of trade, investment, technology transfer and finance, and South-South technical cooperation, with special emphasis on benefiting LDCs, SIDS, landlocked countries and countries with economies in transition.

21. *Strengthening of multilateral efforts for South-South cooperation.* The aim will be to strengthen the United Nations system-wide efforts in mainstreaming support for South-South cooperation in the operational activities for development of the United Nations system. The intended results are: (a) including the TCDC modality in existing planning, programming and results-reporting instruments, e.g., UNDAF; country, regional and global frameworks; SRFs and the ROAR; (b) enforcing compliance with the United Nations system-wide guidelines on TCDC (including the draft common results framework on TCDC/ECDC) in measuring mainstreaming efforts of all organizations of the United Nations system; and (c) developing innovative approaches to, and models of, South-South cooperation for broad-based participation and possible replication by United Nations organizations. Other results will be policy studies and other South-South mobilization and coordination activities as called for by the Executive Board, the High-level Committee on TCDC and the General Assembly.

22. *Support for South-South sharing of development information.* Emphasis will be on (a) enhancing the TCDC WIDE by encouraging providers of Southern content to generate more information, especially on successful policy systems, strategies and practices, and best practices that can scale up South-South cooperation and (b) strengthening its linkage with Southern databases and information systems of other United Nations organizations as well as other major development-oriented information networks. Collaboration with the UNDP global cooperation framework is envisaged, particularly to enhance the policy content of WIDE. Collaboration is also envisaged with the Emergency Response Division, (ERD), with a view to exploring the potential for enhanced South-South cooperation in crisis and post-conflict situations through the sharing of expertise and experience already existing in the South, especially in the areas of mine action, disaster preparedness and crisis recovery. SU/TCDC will also assist other interested partners to document and disseminate, through WIDE, country, regional, subregional or theme-specific successful practices in their respective areas of competence, for example, successful practices in gender-sensitive approaches to development by the United Nations Development Fund for Women (UNIFEM) or food security by the Food and Agriculture Organization of the United Nations (FAO). It is expected that a more content-based and user-friendly South-South development information gateway will emerge during the current programming period. The intended results are: (a) increased Southern content on development policy systems, institutional capacity-building packages and successful poverty-reduction practices as generated and input into WIDE by developing country institutions and individuals; (b) easier access by developing countries and UNDP country offices to information stored in a wide range of Southern institutions and in the organizations and agencies of the United Nations system through WIDE;

and (c) full linkage of WIDE with the subregional resource facilities (SURFs) to provide more relevant information services to all country offices.

Programme focus 2
Acting as a catalyst for the development of innovative models of South-South cooperation for partnering, resource mobilization and mainstreaming

23. Efforts in this area will contribute to improving the policy environment and institutional capacities of developing countries to enable them to respond more adequately and effectively to the emerging global challenges. Three strategic South-South platforms will be developed under this programme focus aimed at strengthening economic, social, and science and technology cooperation among developing countries. As indicated earlier, these platforms will be developed with clear goals and intended results, in collaboration with key partners within and outside UNDP, and will be used as the main frames of reference for attracting more partners and additional resources from both developing and developed countries, the public and private sectors, and civil society. To catalyse their implementation, a limited number of demand-driven flagship or nucleus initiatives will be supported under this programme, involving large numbers of developing countries. Some flexibility will be allowed for strategic initiatives in other areas as new demands for support and partnership emerge.

Areas of intervention

24. *Support for increased economic cooperation among developing countries.* The aim is to foster South-South economic cooperation. The intended results are: (a) the development of a South-South economic cooperation platform for broad-based participation and resource mobilization; (b) the development and piloting of a flagship South-South self-help initiative aimed at upgrading standards and ensuring quality control of products and commodities in developing countries according to international practices through the strengthening of legal frameworks, national policies and strategic action plans as well as the capacity-building of national and regional standards and accreditation institutions; (c) the facilitation of South-South transfer of indigenous systems of innovation and traditional knowledge; and (d) the forging of strategic interregional partnerships for South-South investment and trade, with special emphasis on small- and medium-size enterprises (SMEs) and business-to-business cooperation, resulting in increased South-South business transactions. The Regional Bureau for Africa and the Regional Bureau for Asia and the Pacific as well as a number of other partners are already involved in the programme.

25. *Support for South-South cooperation in social policies and social development.* The aim is to foster South-South cooperation in social policies and social development through strengthening Southern capacities to formulate inclusive and gender-sensitive social policies that can mitigate some of the negative social costs of globalization. The intended results are (a) the development of a South-South social development platform for broad-based partnership and resource mobilization and (b) the piloting of a flagship initiative focusing on South-South policy dialogue on social policies and the exchange of concrete good practices. This initiative will result in a number of new approaches to social protection, labour welfare, pension reform, and social security, with a special focus on the informal sector. Eight countries in the Arab States region and other regions have already made a commitment to help champion such a platform. Another major intended result will be the piloting of an innovative South-South cooperation model for responding to the HIV/AIDS epidemic that would allow countries in the South with the capacity to pool their resources to share their relevant and successful policy measures in areas such as education, health, social and economic policies, and in particular governance. Collaboration with concerned units in UNDP and other development partners is envisaged.

26. *Support for South-South science and technology cooperation for poverty eradication.* The South Summit emphasized cooperation in science and technology for development and the High-level Committee on TCDC has selected this topic as its theme for its twelfth session to be held in 2001. At the High-level Forum on South-South cooperation in Science and Technology, held in Seoul in February 2000, developing countries stressed the importance of science and technology and made concrete recommendations on how they can be applied more purposefully for poverty eradication. As a response, SU/TCDC will develop a strategic South-South platform on science and technology for development for broad-based support and participation. The intended

results are (a) a South-South network that links research and development and information-technology institutions and other centres of excellence in order to enhance collective efforts in the generation and use of Southern knowledge and (b) the sharing of experiences in the contribution of science and technology to sustainable human development, especially in the areas of food security, clean and renewable energy, ICT for development and poverty eradication in the South and expansion of their application. It is anticipated that this platform will complement the GCF special initiative on information technology for development.

C. Success indicators

27. The new TCDC programme aims at bringing South-South technical and economic cooperation to the centre stage of the delivery of development assistance by UNDP and the international development community. This mainstreaming, however, is predicated upon the full support and participation of all partners in the development efforts.

28. The success of interventions for which the new TCDC programme will act as a catalyst will be judged by the following main indicators:

(a) *Mainstreaming of support for South-South technical cooperation in the operational activities of the United Nations system*. Evidence of mainstreaming will include (i) the increased use of and support for TCDC in UNDP country, regional and global programmes as well as in those of other organizations of the United Nations system, as measured, for example, by the level of resources allocated to such activities as reported through the ROAR to the Executive Board and through agency reports to the High-level Committee on TCDC; (ii) in the context of TCDC, an increase in the number of developing countries playing a more active role in providing advice on development policy and strategies and offering practical experience and expertise in sustainable human development; (iii) increased numbers of sustainable partnerships forged and additional resources mobilized in support of the implementation of the platforms and flagship initiatives from the donor community, developing countries, the private sector and civil society organizations; and (iv) the number of innovative models of South-South cooperation developed for replication by interested partners within and outside UNDP;

(b) *Enhanced South-South economic cooperation*. Evidence of success in this area will include (i) actual South-to-South transfer of policy and institutional capacities in ensuring standards and quality control of goods and commodities in targeted countries and (ii) a documented increase in South-South business-to-business transactions as a result of the initiatives supported by this programme;

(c) *Enhanced South-South cooperation in social development*. Evidence of success in this area includes: (i) concrete South-to-South transfer of successful inclusive and gender-sensitive social policies and social development packages to targeted countries and (ii) concrete South-to-South transfer of successful policy and institutional experiences in responding to the HIV/AIDS crisis in targeted countries and regions;

(d) *Support to South-South science and technology cooperation for poverty eradication*. Evidence of success in this area includes (i) the establishment of a South-South network of centres of excellence in science and technology policy research and development and (ii) concrete South-to-South transfer of experiences and knowledge in the use of science and technology, especially ICT, in food production, job creation, development of clean and renewable energy sources, and conservation and regeneration of the environment.

29. The ultimate success of the programme interventions will have to be judged by the extent to which they contribute to efforts to eradicate poverty, bridge the gender gap in development, introduce sustainable management practices for environment, and tackle structural problems of developing countries in their march towards integration into the global economy.

V. Management arrangements

A. Management of the cooperation framework

30. As UNDP moves to mainstream its support to South-South cooperation in country, regional and global programmes, it is necessary to clarify the complementary roles that various units within UNDP will be expected to play.

31. As the United Nations system-wide coordinator for TCDC, SU/TCDC will be responsible for advocating, planning, piloting and acting as a catalyst in the development of new models of South-South technical cooperation for mainstreaming in the United Nations system as well as in the South's own development efforts. It will develop specific guidelines to integrate South-South cooperation systematically into the United Nations Development Assistance Frameworks, country and regional cooperation frameworks, and strategic results frameworks. SU/TCDC will also play the lead role in devising the methodology to capture the results of country and regional support for South-South cooperation that will be reflected in the future ROARs of UNDP country offices and the SRFs of United Nations organizations. Qualitative and quantitative TCDC parameters for measuring results will include: (a) the level of integration of South-South approaches into UNDP programmes as well as the programmes of the other organizations of the United Nations system; (b) the amount of resources allocated; (c) the extent of utilization of Southern institutional capacities in providing technical cooperation; and (d) the growth of documentation on, and expanded access by developing countries to, best practices and innovative development experiences. Programme synergy and coherence of efforts with other UNDP programmes will be strengthened through reinstitutionalizing the South-South focal points system in all units and through their regular participation in the SU/TCDC Project Appraisal Committee meetings. SU/TCDC will coordinate these efforts and ensure compliance through the UNDP Operations Group and Policy Board.

32. Close cooperation between SU/TCDC, BDP and the regional bureaux is envisaged. BDP will play the lead role in developing and making available the policy content on various strategic issues to the regional bureaux and country offices. In developing packages, BDP will optimize the use of South-South cooperation, identifying successful policies and practices. The regional bureaux and country offices will play the major role in identifying where capacities and needs exist and facilitating the actual South-to-South transactions. Closer collaboration is also envisaged with the Bureau for Resources and Strategic Partnerships (BRSP) and the Communications Office of the Administrator (COA), especially in the development of the strategic South-South platforms and the communication of results to wider audience for partnering and resource mobilization.

33. To assist in these efforts, SU/TCDC will initially deploy two of its specialists to the SURFs. It will also seek to bring the community of TCDC practitioners closer to UNDP country operations. This community consists of TCDC knowledge networks, centres of excellence, intergovernmental institutions, non-governmental and civil society organizations, national and inter-agency TCDC focal points, interested donors, and private foundations as well as the United Nations development system. BDP policy specialists will give special emphasis to Southern expertise and successful policy approaches in their advisory services.

34. Opportunities to use national execution and other execution modalities, in addition to engaging the United Nations Office for Project Services, will be more systematically explored. In particular, efforts will be made to entrust execution to State and non-State institutions in developing countries.

B. Monitoring, review and evaluation

35. The overall TCDC programme will be subject to an internal mid-term review. An independent review of the programme and an independent evaluation of the impact of TCDC on developing countries and the United Nations development system will also be undertaken in collaboration with the UNDP Evaluation Office or with the Joint Inspection Unit, as appropriate, in accordance with established rules and procedures.

36. SU/TCDC will oversee, monitor, review, evaluate and report on the progress of South-South cooperation in UNDP and in the United Nations system at large. In the discharge of this responsibility, closer collaboration will be needed between UNDP and other partners in the system. Initial steps have been taken to finalize a set of United Nations system-wide common results frameworks for TCDC/economic cooperation among developing countries (ECDC). They will be developed for enhanced monitoring and reporting on the support for TCDC/ECDC provided by United Nations organizations. As noted earlier, SU/TCDC will work closely with the regional bureaux and country offices to capture TCDC in the ROARs.

37. Monitoring and evaluation practices will apply results-based management principles, with progress judged against the results identified in the TCDC

programme. Lessons learned through monitoring, review and evaluation processes and other thematic studies will be systematically compiled and used to improve the design of future projects and new models of South-South cooperation.

C. Resource mobilization strategy and targets

38. In keeping with the decision of the Executive Board to allocate 0.5 per cent of its core programme resources for the TCDC programme and in view of the Administrator's efforts to obtain more resources, the total core resources likely to be available for the current programme is estimated to be $5 million for the period from 2001 to 2003. It is critical that these resources be used as seed money for leveraging non-core resources. As indicated in the table on the resource mobilization target (see annex), SU/TCDC plans to mobilize an additional $15 million in non-core resources under the Voluntary Trust Fund for the Promotion of South-South Cooperation, which was established by the Administrator in response to General Assembly resolution 50/119. A resource mobilization strategy will be developed for attracting additional resources from participating countries (both providers and receivers of cooperation) as well as donor agencies and countries.

Annex

Resource mobilization target for TCDC, 2001-2003

(In thousands of dollars)

Source	*Amount*	*Comments*
UNDP regular resources		
Estimated carry-over into 2001	2 723	Includes administrative and operational services.
TRAC line 1.5	5 000	
Subtotal core resources	**7 723**	
Non-core resources		
South-South Cooperation Trust Fund	15 000[a]	
Third-party cost-sharing		
Other funds		
Subtotal non-core resources	**15 000**	
Total	**22 723**	

[a] This estimate is based on initial commitments by China, Ireland, Japan and the Republic of Korea.